

CHAPTER 2: KOU-KAMMA MUNICIPALITY HUMAN RESOURCES & ORGANISATIONAL MANAGEMENT

2.1 Organisational Structure

The municipality's organisational structure consists of the following four departments under the umbrella of the Municipal Manager's office:

- Corporate Services
- Financial Services
- Technical and Infrastructure Services
- Community Services

The Municipal Manager's Office holds the accountability and responsibility for the effective, efficient and sound financial administration of the Koukamma Municipality. It also provided executive support to the political structure through administrations and also focuses on HIV & AIDS, Disaster Management, Performance Management and Capacity Building.

The total number of staff employed in each of the four departments on the organisational structure is as follows:

Department	Number of Employees
Office of the Municipal Manager	3
Finance	28
Corporate Services	13
Technical and Infrastructure	82
Community Services	26
TOTAL	152

Employee Related Costs

	2004/2005	2005/2006	2006/2007
	R	R	R
Actual			
Salary Budget			
Total Budget			

Total Money owed to the Municipality by Staff:

2.2 Skills Development Progress Report

The Workplace Skills Plan for the 2006/07 financial year has been adopted and the implementation report for 2005/06 has been submitted to LGWSETA as required by the Skills Development Act.

For the period July 2006 to June 2007, the following progress has been made with regards to skills development as projected by the Workplace Skills Plan:

Total number of employees in the Municipality as at 30 June 2007

Koukamma Municipality
Annual Report 2006/07

Total number of employees in the Municipality as at 30 June 2007

Koukamma Municipality
Annual Report 2006/07

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD					
		African		Coloured		Indian		White		Total		- 20		21-30		31-40		41-50		+ 51		Total		M	F	Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F						
3. Technicians and Trade Workers																											
Corporate Services	Core Admin										0	0										0	0				0
	Core Finance										0	0										0	0				0
	Legal										0	0										0	0				0
	IT							1			1	0	1								1		1	0			1
HR and Training	Procurement										0	0										0	0				0
	Property Valuation										0	0										0	0				0
	Rates										0	0										0	0				0
	Billing										0	0										0	0				0
Financial Services	Client Services										0	0										0	0				0
	Parks										0	0										0	0				0
	Community Facilities										0	0										0	0				0
	Libraries										0	0										0	0				0
Community Services	Recreation Centres										0	0										0	0				0
	Primary Health Care Facilities										0	0										0	0				0
	Cemeteries										0	0										0	0				0
	Environmental Health										0	0										0	0				0
Environmental Management	Pollution Control										0	0										0	0				0
	By-laws										0	0										0	0				0
	Licensing										0	0										0	0				0
	Fire & rescue										0	0										0	0				0
Emergency Services	Disaster Planning and										0	0										0	0				0
	Public Safety										0	0										0	0				0
	Traffic Management										0	0										0	0				0
	Safety										0	0										0	0				0
Public Transport	LED/IDP/Urban Planning										0	0										0	0				0
	Municipal Planning										0	0										0	0				0
	Land use management										0	0										0	0				0
	Housing			1							1	0	1										1	0			1
Technical Services	Roads and Stormwater										0	0										0	0				0
	Solid Waste and Landfill										0	0										0	0				0
	Water supply and waste water										0	0										0	0				0
	Electricity										0	0										0	0				0
SUB-TOTALS		0	0	1	0	0	0	1	0	2	0	2	0	0	0	1	0	0	0	1	0	2	0	2	0	0	0

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Total	Age categories										PWD																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
		African		Coloured		Indian		White		Total			- 20		21-30		31-40		41-50		+ 51		Total	M	F	Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
		4. Community and Personal Service Workers																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
Corporate Services	Core Admin																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		

Total number of employees in the Municipality as at 30 June 2007

Kou-Kamma Municipality
Annual Report 2006/2007

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD							
		African		Coloured		Indian		White		Total		Total		21-30		31-40		41-50		+ 51		Total		M	F	Total			
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F								
6. Machine Operators and Drivers																													
Corporate Services	Core Admin																												
	Core Finance																												
	Legal																												
	IT																												
HR and Training	Procurement																												
	Property Valuation																												
	Rates																												
	Billing																												
Financial Services	Client Services																												
	Parks																												
	Community Facilities																												
	Libraries																												
Community Services	Recreation Centres																												
	Primary Health Care Facilities																												
	Cemeteries																												
	Environmental Health																												
Environmental Management	Pollution Control																												
	By-laws																												
	Licensing																												
	Emergency Services																												
Community Safety	Fire & rescue																												
	Disaster Planning and																												
	Public Safety																												
	Traffic Management																												
Municipal Planning	Public Transport																												
	LED/IDP/Urban Planning																												
	Land use management																												
	Housing																												
Technical Services	Roads and Stormwater	1		2						3	0	3	0			2	1					3	0						
	Solid waste and Landfill	7		8						15	0	15	0		1	3	6		5		15	0							
	Water supply and waste water	1		9						10	0	10	0		3	4	2		1		10	0							
	Electricity									0	0	0	0								0	0							
SUB-TOTALS		9	0	19	0	0	0	0	0	28	0	28	0	4	0	9	0	9	0	6	0	28	0	0	0	0	0	0	

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD					
		African		Coloured		Indian		White		Total		- 20		21-30		31-40		41-50		+ 51		Total		M	F	Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F						
7. Labourers																											
Corporate Services	Core Admin		2			2					0	4										2		0	4		4
	Core Finance										0	0														0	
	Legal										0	0														0	
	IT										0	0														0	
HR and Training	Procurement										0	0														0	
	Property Valuation										0	0														0	
	Rates										0	0														0	
	Billing	1				2					3	0				3									3	0	
Community Services	Client Services										0	0														0	
	Parks										0	0														0	
	Community Facilities										0	0														0	
	Libraries										0	0														0	
Environmental Management	Recreation Centres										0	0														0	
	Primary Health Care Facilities										0	0														0	
	Cemeteries										0	0														0	
	Environmental Health										0	0														0	
Legal	Pollution Control										0	0														0	
	By-laws										0	0														0	
	Licensing										0	0														0	
	Fire & rescue										0	0														0	
Emergency Services	Disaster Planning and										0	0														0	
	Community										0	0														0	
	Public Safety										0	0														0	
	Safety					1					1	0				1									1	0	
Public Transport	Traffic Management										0	0														0	
	Public Transport										0	0														0	
	Municipal										0	0														0	
	Planning										0	0														0	
Housing	Land use management										0	0														0	
	Housing										0	0														0	
	Roads and Stormwater	1		2							3	0														3	
	Technical Services	15	2	16							31	2		1		11	1	15	1	4		31	2		33	0	
Technical Services	Water supply and waste water	2		10						12	0		4		3		2		3		12	0			12	0	
	Electricity									0	0															0	
	SUB-TOTALS	19	4	31	2	0	0	0	0	50	6	56	0	0	5	1	18	1	18	2	9	2	50	6	56	0	
	Apprentices																									0	
Technical Services	Roads and Stormwater									0	0															0	
	Solid Waste and Landfill									0	0															0	
	Water supply and waste water			2						2	0		1		1						2	0			2	0	
	Electricity										0	0														0	
SUB-TOTALS		0	0	2	0	0	0	0	0	2	0	2	0	0	1	0	1	0	0	0	0	0	2	0	2	0	0
TOTALS		47	19	71	18	0	0	0	0	5	8	123	45	168	0	0	15	17	47	15	39	8	21	6	122	46	168
																										1	

Employment profile
Number of new recruits employed during the year ending 30 June 2007.

Employment category	Race										Age categories														PWD		
	African		Coloured		Indian		White		Total		- 20		21-30		31-40		41-50		+ 51		Total		Total				
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total						
Legislators	3	1	2	2			1	1	6	4	10				2	2	3	2	1	6	4	10	0				
Directors and Corporate Managers									0	0	0									0	0	0	0				
Professionals									0	0	0									0	0	0	0				
Technicians and Trade Workers									0	0	0									0	0	0	0				
Community and Personal Service Workers	1								0	1	1			1						0	1	1	0				
Clerical and Administrative Workers	1	2	1	2					2	4	6		1	4	1					2	4	6	0				
Machine Operators and Drivers									0	0	0									0	0	0	0				
Labourers		1		2					2	1	3				1	1			1	2	1	3	0				
Apprentices									0	0	0									0	0	0	0				
TOTALS	4	5	5	4	0	0	1	1	10	10	20	0	0	1	5	4	1	2	3	3	1	10	10	20	0	0	0

Employment profile
New labour market entrants employed during the year ending 30 June 2007

Employment category	Race										Age categories										PWD						
	African		Coloured		Indian		White		Total		Total		- 20		21-30		31-40		41-50		+ 51		Total		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Legislators									0	0	0	0											0	0			
Directors and Corporate Managers									0	0	0	0											0	0			
Professionals									0	0	0	0											0	0			
Technicians and Trade Workers									0	0	0	0											0	0			
Community and Personal Service Workers									0	0	0	0											0	0			
Clerical and Administrative Workers	1		1						2	0	2	2			1		1						2	0	2	0	
Machine Operators and Drivers									0	0	0	0											0	0	0	0	
Labourers									0	0	0	0											0	0	0	0	
Apprentices									0	0	0	0											0	0	0	0	
TOTALS	1	0	1	0	0	0	0	0	2	0	2	2	0	0	1	0	1	0	0	0	0	0	2	0	2	0	0

Employment profile

Number of interns given structured work experience during the year ending 30 June 2007

Work area	African		Coloured		Indian		White		Total		Total		PWD		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Corporate Services	Core Admin								0	0	0	0			0
	Core Finance	1		1					2	0	2				0
	Legal								0	0	0				0
	IT								0	0	0				0
HR and Training	Procurement								0	0	0				0
									0	0	0				0
									0	0	0				0
									0	0	0				0
Financial Services	Property Valuation								0	0	0				0
	Rates								0	0	0				0
	Billing								0	0	0				0
	Client Services								0	0	0				0
Community Services	Parks								0	0	0				0
	Community Facilities								0	0	0				0
	Libraries								0	0	0				0
	Recreation Centres								0	0	0				0
Environmental Management	Primary Health Care Facilities								0	0	0				0
	Cemeteries								0	0	0				0
	Environmental Health								0	0	0				0
	Pollution Control								0	0	0				0
Legal	By-laws								0	0	0				0
	Licensing								0	0	0				0
	Fire & rescue								0	0	0				0
	Disaster Planning and Management								0	0	0				0
Community Services	Public Safety								0	0	0				0
	Traffic Management								0	0	0				0
									0	0	0				0
									0	0	0				0
Public Transport	LED/IDP/Urban Planning								0	0	0				0
	Land use management								0	0	0				0
									0	0	0				0
									0	0	0				0
Housing	Roads and Stormwater								0	0	0				0
	Solid Waste and Landfill								0	0	0				0
	Water supply and waste water								0	0	0				0
	Electricity								0	0	0				0
Technical Services	Other (specify below)														
TOTALS		1	0	1	0	0	0	0	2	0	2	0	0	0	0

Employment profile

Number of employees who left the enterprise in the year ending 30 June 2007

Employment category	Race										Age categories										Reason																				
	African		Coloured		Indian		White		Total	Total	- 20		21-30		31-40		41-50		+ 51	Total	Total	PwD		Total	Total	Resigned		Retired		Retrenched		Medical grounds		Dismissed		Death		Total	Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F			
Legislators																																									
Directors and Corporate Managers																																									
Professionals																																									
Technicians and Trade Workers																																									
Community and Personal Service Workers																																									
Clerical and Administrative Workers	1	1																																							
Machine Operators and Drivers																																									
Labourers																																									
Apprentices																																									
TOTALS	1	2	5	1	0	0	0	0	6	3	9	0	0	2	0	1	3	1	0	2	0	6	3	9	0	0	0	0	0	0	0	0	0	0	0	0	0	1	6	3	9

Employee qualification profile

[illegible]

Employee qualification profile
Employee qualification profile as at 30 June 2007

Employment category		Highest level qualifications held by employees																				Total	
		Below NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		Unknown			
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
2. Professionals	Core Admin																					0	0
	Core Finance																					0	0
	Legal																					0	0
	IT																					0	0
Corporate Services	Procurement																					0	0
																						0	0
																						0	0
																						0	0
HR and Training	Property Valuation																					0	0
	Rates																					0	0
	Billing																					0	0
	Client Services																					0	0
Financial Services	Parks																					0	0
	Community Facilities																					0	0
	Libraries																					0	0
	Recreation Centres																					0	0
Community Services	Primary Health Care Facilities																					0	0
	Cemeteries																					0	0
	Environmental Health																					0	0
	Pollution Control																					0	0
Environmental Management	By-laws																					0	0
	Licensing																					0	0
	Fire & rescue																					0	0
	Disaster Planning and Management																					0	0
Emergency Services	Public Safety																					0	0
	Traffic Management																					0	0
																						0	0
																						0	0
Community Safety																						0	0
																						0	0
																						0	0
																						0	0
Public Transport																						0	0
																						0	0
																						0	0
																						0	0
Municipal Planning	LED/IDP/Urban Planning																					0	0
	Land use management																					0	0
																						0	0
																						0	0
Housing	Roads and Stormwater																					0	0
	Solid Waste and Landfill																					0	0
	Water supply and waste water																					0	0
	Electricity																					0	0
Technical Services																						0	0
																						0	0
																						0	0
																						0	0
SUB-TOTALS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Employee qualification profile
Employee qualification profile as at 30 June 2007

Employment category		Highest level qualifications held by employees																		Total		
		Below NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8			Unknown	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F			
3. Technicians and Trade Workers																						
Corporate Services	Core Admin																		0	0	0	
	Core Finance																		0	0	0	
	Legal																		0	0	0	
	IT																		1	0	1	
	Procurement																		0	0	0	
HR and Training																			0	0	0	
Financial Services	Property Valuation																		0	0	0	
	Rates																		0	0	0	
	Billing																		0	0	0	
	Client Services																		0	0	0	
Community Services	Parks																		0	0	0	
	Community Facilities																		0	0	0	
	Libraries																		0	0	0	
	Recreation Centres																		0	0	0	
	Primary Health Care Facilities																		0	0	0	
Environmental Management	Cemeteries																		0	0	0	
	Environmental Health																		0	0	0	
	Pollution Control																		0	0	0	
	By-laws																		0	0	0	
Legal	Licensing																		0	0	0	
	Fire & rescue																		0	0	0	
	Disaster Planning and Management																		0	0	0	
	Public Safety																		0	0	0	
Community Services	Traffic Management																		0	0	0	
	Safety																		0	0	0	
	Public Transport																		0	0	0	
	Municipal Planning																		0	0	0	
Housing	LED/IDP/Urban Planning																		0	0	0	
	Land use management																		0	0	0	
																			1	0	1	
	Roads and Stormwater																		0	0	0	
Technical Services	Solid Waste and Landfill																		0	0	0	
	Water supply and waste water																		0	0	0	
	Electricity																		0	0	0	
																			0	0	0	
SUB-TOTALS		0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	0	2

Employee qualification profile
Employee qualification profile as at 30 June 2007

Employment category		Highest level qualifications held by employees																								Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
		Below NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		Unknown		Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
4. Community and Personal Service Workers																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
Corporate Services	Core Admin																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

Employment category		Highest level qualifications held by employees																					
		Below NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		Unknown		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Tot	
5. Clerical and Administrative Workers																							
Corporate Services	Core Admin																						
	Core Finance			1																			
	Legal																						
	IT																						
	Procurement																						
HR and Training																							
Financial Services	Property Valuation																						
	Rates																						
	Billing																						
	Client Services																						
	Parks																						
Community Services	Community Facilities																						
	Libraries																						
	Recreation Centres																						
	Primary Health Care Facilities																						
	Cemeteries																						
Environmental Management	Environmental Health																						
	Pollution Control																						
	By-laws																						
Legal	Licensing																						
	Fire & rescue																						
Emergency Services	Disaster Planning and Management																						
	Public Safety																						
Community Safety	Traffic Management																						
Public Transport																							
Municipal Planning	LEDMDP/Urban Planning																						
	Land use management																						
Housing	Roads and Stormwater																						
	Solid Waste and Landfill																						
Technical Services	Water supply and waste water																						
	Electricity																						
		1	0	18	0	3	3	3	1	14	17	2	7	1	2	1	0	0	0	0	43	30	73
		SUB-TOTAL S																					

Employee qualification profile as at 30 June 2007

[illegible]

Employee qualification profile
Employee qualification profile as at 30 June 2007

Employment category		Highest level qualifications held by employees																								Total				
		Below NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		Unknown		Total								
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F							
7. Labourers																														
Corporate Services	Core Admin						3				1															0	4	4		
	Core Finance																									0	0	0		
	Legal																									0	0	0		
	IT																									0	0	0		
	Procurement																									0	0	0		
HR and Training																											0	0	0	
Financial Services	Property Valuation																										0	0	0	
	Rates																										0	0	0	
	Billing										1															3	0	3		
	Client Services																									0	0	0		
Community Services	Parks																										0	0	0	
	Community Facilities																										0	0	0	
	Libraries																										0	0	0	
	Recreation Centres																										0	0	0	
	Primary Health Care Facilities																										0	0	0	
Environmental Management	Cemeteries																										0	0	0	
	Environmental Health																										0	0	0	
	Pollution Control																										0	0	0	
	By-laws																										0	0	0	
Legal																											0	0	0	
Emergency Services	Licensing																											0	0	0
	Fire & rescue																											0	0	0
Community Safety	Disaster Planning and Management																											0	0	0
	Public Safety																											0	0	0
	Traffic Management																											1	0	1
Public Transport																												0	0	0
Municipal Planning	LED/IDP/Urban Planning																											0	0	0
	Land use management																											0	0	0
Housing																												0	0	0
																												0	0	0
Technical Services	Roads and Stormwater																											3	0	3
	Solid Waste and Landfill																											31	2	33
	Water supply and waste water																											12	0	12
	Electricity																											0	0	0
SUB-TOTALS		2	1	30	3	5	0	7	2	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	6	56		
Apprentices																												0	0	0
Technical Services	Roads and Stormwater																											0	0	0
	Solid Waste and Landfill																											0	0	0
	Water supply and waste water																											2	0	2
	Electricity																											0	0	0
SUB-TOTALS		0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2		
TOTALS		3	1	49	3	8	5	12	3	36	22	10	9	2	2	1	0	0	0	0	0	0	0	0	122	46	168			

Courses attended by Koukamma Councillors and Employees	Total
Batho Pele	3
Fire Fighting	1
Skills Development Facilitation	1
Water Purification	5

2.2.1 Challenges

Councillors and staff in their busy schedules find it difficult to prioritise training matters and therefore there is never 100% attendance on courses.

The status of training committees in the municipality is also a matter of concern. A strategy is to be developed to improve the training programme of the municipality.

2.3 Employer/Employee Relations

The Koukamma Municipality and organised labour generally continued with their spirit of mutual respect and co-operation during the period under review despite the illegal strike action that took place and for which disciplinary procedures were implemented.

The Local Labour Forum, a committee comprising of representatives from the employer and the employee components which deals with human resources related matters is in place. Of the twelve meeting scheduled for the year only four took place. All recommendations emanating from this forum are referred to Council for approval and implementation.